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widening  
participation

## The Local Partnership Pledge:

An ACTION PLAN and implementation tool for local employers and trade unions

March 2015

NHS

**Health Education England**

# TALENT FOR CARE - THE LOCAL PARTNERSHIP PLEDGE

Talent for Care – a strategic framework for the development of the healthcare support workforce, has been developed by the Health Education England, supported by the national Social Partnership Forum, and launched on the 4th March 2015.

Central to the philosophy of Talent for Care is partnership working at all levels. By working together, we can ensure that the healthcare support workforce receives the investment and development it needs, be highly skilled and flexible able to meet the future healthcare challenges.

The strategic framework states, '*Employers are the most important participants in making this national framework happen. We are inviting them to make a “partnership pledge” with actions to show their commitment to delivering real changes based on the strategic intentions, case studies and programmes in this national framework*' (Page 26 Talent for Care).

This document is written to assist local employers and their partners develop actions and measures of success that will deliver this improved investment and development of their healthcare support workforce. Good employers will already be doing much of this. The suggested actions are distilled from Talent for Care and are an exemplar all the actions that employers might adopt. They are closely aligned to the Widening Participation programme. *The actions are not prescriptive. Employers will wish to develop their own commitments to healthcare staff that best fit local priorities.*

## Suggested local Partnership Pledge

We have also developed some wording for a local partnership pledge that organisations may wish to use or adapt to meet their own needs. It is recommended that employers agree the pledge with their local staff side and publish it to staff.

*'The (name of organisation) values its healthcare support staff who are critical in ensuring the high quality care of patients and delivery of services. We are committed to recruiting and developing our support workforce giving them new skills and competencies that will equip them for the future and provide real opportunities for those who wish to progress. We support the national strategic framework Talent for Care and will work in partnership to deliver its key strategic intentions.'*

Back row from left to right:  
Candace Miller, National Skills Academy for Health;  
Danny Mortimer, NHS Employers; John Rogers, Skills for Health;  
Mary Elford, Health Education England.

Front row from left to right:  
Helga Pile, UNISON; Laura Roberts, Health Education England;  
Steve Hartman, staff representative; Courtenay White, staff representative.



# THE PARTNERSHIP PLEDGE

## Name of Trust/Employer

The (name of organisation) values its healthcare support staff who are critical in ensuring the high quality care of patients and delivery of services. We are committed to recruiting and developing our support workforce giving them new skills and competencies that will equip them for the future and provide real opportunities for those who wish to progress. We support the national strategic framework Talent for Care and will work in partnership to deliver its key strategic intentions.

Signed (suggestions)

Chair of Board/Chief Executive

Date

Chair of Staff Side

# AN ACTION PLAN FOR LOCAL EMPLOYERS AND TRADE UNIONS (note 1)

National Strategic Intention <i>(From Talent for Care)</i>	Suggested locally agreed actions <i>(partners to agree)</i>	Responsibility <i>(postholder/s)</i>	Suggested timeline	Suggested locally agreed measures of success <i>(partners to agree)</i>
<p><b>Get in...</b></p> <p><b>Opportunities for people to start their career in a support role</b></p> <p>1. Broaden the ways into training and employment in the NHS, especially to attract more young people and improve diversity within the workforce</p>	<ul style="list-style-type: none"> <li>• Review current 16-24 age group workforce profile</li> <li>• Review opportunities and entry routes for young people into employment with (name NHS organisation) and in particular into support roles</li> <li>• Draw on best practice including pre-employment courses</li> <li>• Consider support role vacancies for apprenticeships and where suitable offer them as opportunities to local people</li> </ul>	<p>April 2016 then annually</p> <p>From September 2015</p> <p>Base line April 2015. Review annually</p>	<ul style="list-style-type: none"> <li>• Proportion of the trust workforce in the 16-24 age group rises by X%</li> <li>• Track record of working with the LETB, Princes Trust or other providers on pre-employment courses</li> <li>• The Trust workforce better reflects the diversity of the local population it serves by reference to Widening Participation and Equality Act recording and monitoring (Target?)</li> <li>• ESR to show increased educational attainment and lower turnover, sickness rates, etc</li> </ul>	

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2. Increase the chances for people to try new <b>experiences of working in the NHS</b>	<ul style="list-style-type: none"> <li>Provide and promote work experience programmes for young and/or unemployed people within employment in support and registered roles. <i>(see notes 3 and 4)</i></li> </ul>		Start Sept 2015 if not already  Review June each year  Base line April 2015. Review annually	<ul style="list-style-type: none"> <li>Greater number and more diverse applications by local people for jobs in support roles</li> <li>Formal trust work experience programme in place</li> <li>X number of work experience placements per year</li> <li>More (target?)young people in local economy choosing the NHS as their career option</li> </ul>
3. Engage more staff to act as NHS Ambassadors who can <b>promote NHS careers to schools, colleges and local communities</b>	<ul style="list-style-type: none"> <li>Recruiting and train x number of staff to act as Health Ambassadors across employers in local health economy <i>(see note 5)</i></li> <li>Organise an annual programme of activities working with schools, colleges, community groups, Job Centres, careers advisors and jobs fairs including taking advantage of available national or locally supported partnership opportunities</li> <li>Work with the LETB to evaluate the effectiveness of Work Experience and Health Ambassador programmes</li> </ul>		Base line April 2015. Review annually	<ul style="list-style-type: none"> <li>Active directory of NHS Ambassadors maintained between Trusts in local health economy</li> <li>More school students choosing subject options that can lead to NHS career choice</li> <li>X number more young people in local economy choosing the NHS as their career option</li> <li>Local analysis of the effectiveness of the programmes</li> </ul>

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<p><b>Get on...</b></p> <p><b>Support people to be the best they can be in the job they do</b></p> <p>4. Challenge and support every NHS employer and contractor to implement a <b>development programme for all support staff</b> that is over and above annual appraisals and training</p>	<ul style="list-style-type: none"> <li>• Every NHS support worker and employees of contractors (where contracted to Trust), to have an annual appraisal and a personal development plan that reflects their needs and aspirations, over and above mandatory training requirements</li> <li>• Produce a development programme for support staff, based on identified needs, that is signed off by the local employer and trade unions and is approved by the employers' Board</li> <li>• All managers of support staff to be appraised on their performance in delivering these plans</li> </ul>		<p>February 2016</p> <p>September 2015</p>	<ul style="list-style-type: none"> <li>• Annual Staff Survey for the trust to demonstrate an improvement of at least x% of support staff have received an appraisal within the first year AND that at least x % agree that it as meaningful (two survey questions)</li> <li>• Evidence of an annual development programme for support staff. Learning Development Agreement signed</li> <li>• ESR showing rising numbers and diversity of support staff with qualifications</li> </ul>

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<p>5. All new Healthcare Support Workers and Adult Social Care Workers to achieve the new Care Certificate, which will be introduced in March 2015; and, for those that want it, a <b>universally recognised Higher Care Certificate</b></p>	<ul style="list-style-type: none"> <li>• Agree a programme for the introduction of the care certificate from April 2015 for all new starters in front line care</li> <li>• Use appraisals as a means to assess care certificate standards for existing front line staff</li> <li>• Agree a programme for the introduction of the higher care certificate (when available) to those who are identified as suitable and agree to undertake training</li> </ul>		<p>April 2015</p> <p>September 2015</p>	<ul style="list-style-type: none"> <li>• All new starters to HCA and other clinical support workers to meet care certificate standards within 12 weeks of starting</li> <li>• Evidence of appraisal being used to assess care certificate standards for relevant existing staff</li> <li>• Evidence of promotion and opportunity to develop and meet higher care certificate standards for relevant existing staff</li> <li>• Implementation report to be approved by the Trust Board</li> </ul>

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<p>6. Double the number of HEE funded or supported apprenticeships by March 2016 and establish <b>an NHS Apprenticeship offer</b> to rival the best in the country</p>	<ul style="list-style-type: none"> <li>• Review the suitability of support worker roles for apprenticeships using apprenticeships as the entry level education and training programme</li> <li>• Agree a programme of apprenticeships for the development of support worker roles</li> <li>• Managers of support staff to release staff to undertake apprenticeships</li> <li>• Collaborate with the LETB to deliver apprenticeship targets</li> <li>• Employer signs up to the Apprenticeship Promise (see note 2)</li> <li>• Use apprenticeships and Higher apprenticeships to develop staff into more senior support roles and registered professions</li> </ul>			<ul style="list-style-type: none"> <li>• Evidence that vacancies are advertised on NHS Jobs (or other web site) as suitable for apprenticeships</li> <li>• A published directory of apprenticeships and support arrangements for existing staff is published on the Trust Intranet</li> <li>• Low level (target?) of complaint/grievance from staff not released to do apprenticeships</li> <li>• The Board and the Management and Staff Side to review progress of apprenticeships by dept</li> <li>• Apprenticeship Promise published and on web site</li> </ul>

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<p><b>Go further...</b></p> <p><b>Provide opportunities for career progression, including into registered professions</b></p> <p><b>7. Simplify career progression</b> for those who want it with innovative new roles and pathways to promotion, including more part-time higher education as a route into nursing and other registered professions</p>	<ul style="list-style-type: none"> <li>Publish and promote clear pathways, including national pathways (see note 6), for support staff wishing to train as nurses, midwives and other registered and non-registered professional roles</li> </ul>		June 2015	<ul style="list-style-type: none"> <li>Staff Intranet and HR/Learning department to provide accessible information and guidance on career progression pathways</li> <li>Measurement against workforce plans</li> </ul>
<p><b>8. Agree with employers and education providers a universal acceptance of prior learning, vocational training and qualifications</b></p>	<ul style="list-style-type: none"> <li>Collaborate with the LETB and other employers in the health economy to negotiate with HEIs to gain acceptance of prior learning and vocational training and qualifications</li> <li>Publish the outcomes</li> </ul>		June 2015	<ul style="list-style-type: none"> <li>Published information on the staff intranet of prior learning and vocational training and qualifications that are accepted for career development and progression</li> <li>Evidence of staff using new pathways including part time/distance learning</li> </ul>

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<p>9. Support <b>talent development</b> that identifies and nurtures people with the potential to go further, especially for those wanting to move into professional and registered roles</p>	<ul style="list-style-type: none"> <li>• Managers to use annual appraisal to identify talent for those wishing to move into registered and other professional roles</li> <li>• Providing pre-nursing experience for those wishing to progress</li> <li>• Agree a 'grow our own' strategy and programme to release and support those staff suitable and willing to progress</li> </ul>		September 2015	<ul style="list-style-type: none"> <li>• The Board and the Management and Staff Side to receive periodic reports on the progress of the Trust 'grow our own' strategy and programme</li> <li>• Evidence of more support workers moving into registered roles</li> </ul>

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<p><b>Making it happen</b></p> <p>10. The national Talent for Care programme partnership will support this framework with a national campaign. We will publish information, support pilot projects and spread good practice to continue building the engagement and commitment of all healthcare communities</p>	<ul style="list-style-type: none"> <li>• Local Management and Staff Side to have signed a Partnership Pledge to implement these plans</li> <li>• Board to have discussed and approved plans to implement Talent for Care</li> <li>• Agree publicity campaigns, tool kits and briefings to build engagement from support staff and their managers</li> <li>• Share and showcase good practice (including Widening Participation) within the trust and to other stakeholders, the LETB and HEE</li> <li>• Support the development of Union Learning Reps and involve them in this programme and integrate with Learning for Life (workplace learning campaign)</li> </ul>		April 2015	<ul style="list-style-type: none"> <li>• Partnership pledge published on staff intranet and in trade union/staff side publications</li> <li>• Plans launched including media coverage where possible</li> <li>• Annual event to celebrate the success of the programme to which support staff, managers and their families invited</li> <li>• Board, the Management and Staff Side regularly review the progress of their support worker programme</li> <li>• Evidence of good practice shared and case studies published</li> <li>• Increased number of Union Learning Reps</li> </ul>

**NOTES**

1. It is for employing organisations to agree their own actions, measures of success, timelines and responsibilities.
2. In reviewing their 'Get in' approach for young people, organisations may wish to sign up to the 'Apprenticeship Promise' [http://www.investinhealth.org.uk/useruploaded/Apprenticeship%20Promise%20Poster%20Dec%202014\\_0.pdf](http://www.investinhealth.org.uk/useruploaded/Apprenticeship%20Promise%20Poster%20Dec%202014_0.pdf)
3. Organisations may already have work experience programmes. However, they may wish to draw on and/or adopt the HEE Work Experience commitment. [http://nw.hee.nhs.uk/files/2014/11/r-HEE-Widening-Participation-Strategy\\_Booklet\\_20141014.pdf](http://nw.hee.nhs.uk/files/2014/11/r-HEE-Widening-Participation-Strategy_Booklet_20141014.pdf)

4. Organisations may wish to use the excellent NHS Careers work experience toolkit <http://www.nhscareers.nhs.uk/explore-by-who-you-are/teachers-and-careers-advisers/work-experience/>
5. HEE has launched a 'Health Ambassador commitment which may be useful for organisations [http://nw.hee.nhs.uk/files/2014/11/r-HEE-Widening-Participation-Strategy\\_Booklet\\_20141014.pdf](http://nw.hee.nhs.uk/files/2014/11/r-HEE-Widening-Participation-Strategy_Booklet_20141014.pdf)
6. HEE will be publishing an HCA Career Progression Framework for consultation

